Revisiting the Concept and Classification of Distribution Service Outputs

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ABSTRACT

Distribution service outputs structurally play a pivotal role in retail- and channel management. This paper critically assesses the nature of Bucklin's classic formulation, which is concerned with numerically expressible economic benefits resulting from the execution of the distribution function, within a perfectly operating economic channel. It is distinguished from post-classic extensions which provide alternative multi-functional or institutional approaches. The paper captures both approaches in a generic higher-order customer value scheme, which also redefines and broadens the traditional economic customer benefits. The proposed generic framework also extends to any marketing subfield, and provides the potential for more focussed theoretical and empirical research.

INTRODUCTION

In his literature overview, Hean Tat Keh (1997, p. 145) states that "the study of [channel] productivity in marketing has received much attention from researchers for many years". While the definition of productivity, as the ratio of output to input, does not pose problems, the definition and measurement of what constitutes channel output has been interpreted in various ways. Hean Tat Keh classified channel output as: physical units; sales-value; value added; gross margin; and distribution services, although he considered the latter to be "the true output of the marketing channel" (p.153). The "classic" description of distribution service outputs was formulated in the sixties by Louis P. Bucklin, who identified four main categories of output: decentralization; waiting time; lot size; and variety (1966, 1972). Although pertinent in earlier decades, in view of developments in the marketing discipline in recent decades one must now question the applicability of this classification.

A relevant conceptualisation and classification of distribution service outputs (DO) in abbreviation), is important to academics and managers. It helps address channel management issues such as analyses of the performance and efficiency of the channel and/or of individual members, the development of channel strategies and of vertical and horizontal distribution systems, and the delineation of strategic groups of channel agents and competition amongst them.

The aim of this paper is to critically assess the current relevance of the "classic" DO concept. The paper starts by reviewing and interpreting the "classic" and "post-classic" DO conceptualisations. We then consider whether the concept should be broadened beyond the traditional considerations of economic benefits and financial price elements, and of physical goods and physical channels. Consequently, a revised generic DO concept is proposed, along with a generic customer value framework to capture both specific DO and related concepts. Finally, there is a section with conclusions and suggestions for further research.

THE CLASSIC DISTRIBUTION SERVICE OUTPUTS CONCEPTUALISATION AND CLASSIFICATION

By "classic distribution service outputs" are meant, a traditional set of typically numerically expressible operational concepts, referring to specific economic benefits for the customer, following from the execution of the distribution function, by whoever assumes that function partly or completely. **Figure 1** provides a chronological overview of the major contributions to the "classic" DO conceptualisation and classification. It is based on historical overviews and/or more isolated information from Alderson (1954), Bartels (1962), Bucklin (1966), Sheth, Gardner & Garrett (1988), Stern, El-Ansary & Coughlan (1996), Hean Tat Keh (1997) and Coughlan, Anderson, Stern & E1-Ansary (2001).

The first, explicit date on the time axis is 1902 when the denomination "marketing" was formally used for the first time as a course title at the Harvard Business School (Bartels, 1962). Other dates refer to the year of publication of major DO ideas. The first half of the 20th century was influenced by two schools of marketing thought. The institutional school focussed on the activities of typical channel participants, like wholesalers or retailers, whilst the functional school focussed on the functions that were carried out within *the* channel, such as sorting or accumulating merchandise (Sheth et.al., 1988). The conceptual development of DO in the latter part of the century was influenced primarily by a functionalist school who approached the topic from a systems or interactive perspective and addressed issues such as the optimal allocation of distribution activities amongst participants within a channel.

The upper part of figure 1 identifies contributions from general economics. The lower part contains the contributions and less abstract definitions derived from marketing economics (Alderson, 1954, p. 37). The figure also shows the interaction between general economics and marketing economics, leading to Bucklin's integration. The influences between the different schools and scholars are indicated by solid arrows when the influence is clearly evident, and dotted arrows when influences appear plausible but cannot be proven. Bucklin's (1966) publication provided a clear definition of the DO concept as well as of its four main classes: market decentralization, lot size, waiting time and variety. Bucklin did not explicitly name or discuss the subclasses of market decentralization and variety though, proposed by earlier authors. His texts and modeling (1966, 1972), however, imply those dual ideas. So, in spite of the previous remark Bucklin's (1966) publication contains by far the most representative traditional DO integration and seems to have become the classic reference.

How classic is the "classic" concept?

To justify the allocation of the term "classic" to Bucklin's framework we must investigate its impact upon the marketing academy. One plausible way to judge this is by looking at the most popular medium for transferring knowledge to end users viz. textbooks. In an exploratory phase of our study we undertook a content analysis of a convenience sample of 34 relatively recent (1988-2003) general marketing, channel management and retailing texts. These were taken from one of the libraries of the authors' affiliate institutes. Because of the financial limitations and ordering policy of that library they imply a positive quality bias. The summary results are available in the appendix. The Bucklin (1966) typology was found in most (29/34) textbooks, whereas the second most popular typology - Alderson's (1954) classification of sorting activities – was mentioned only eight times.

However, this exercise also noted a relatively lose reproduction of Bucklin's original concept. Many textbook discussions are to a large extent hybrid. This is particularly so concerning the Bucklin and Alderson typologies. Often these are not kept separate. Only a minority of descriptions actually come really close to the original with regard to the names of the concepts and their phrasing. Some books contain descriptions that are similar to the original, but in a less literal way, even though some of them refer to the original source. In more than half of the cases the resemblance could be recognized only by those familiar with the original concepts. Few discussions confine themselves strictly to the classic DO. Most discussions add a large number of economic utilities (e.g. repair or information) in an unstructured way. Non-economic additions like ambiance are far less typical. In the majority of cases descriptions looking like the classic view, hide a vague mixture of related but not identical or hybrid views. About half of the texts are essentially multifunctional and about half are essentially institutional.

Based on its enduring popularity in textbooks decades after its publication Bucklin's (1966) typology deserves the qualification "classic". But when descriptions are investigated more closely, his typology suffers from different sorts of sclerosis, pressure and confusion. It is clear that textbook authors struggle with the anachronisms of the classic concept, and also mix up the classic concept with related concepts. This blurring of the original concept suggests that its current value and applicability requires further examination.

Characteristics of the "Classic" Distribution Service Outputs Concept

A number of observations can be made with regard to Bucklin's "classic" framework and its core characteristics. First, it is concerned with the translation of non-traditional forms of economic utility viz. time, place and possession utility (Alderson, 1954). These forms of utility become relevant once the 19th century economists' assumption of the coincidence of production and consumption in time and space is relaxed. These non-traditional forms of economic utility, require less abstract, more operational, constructs. As these constructs remain essentially economic in nature, they fit best within the discipline of "marketing economics" (Alderson, 1954). From the 1950s, marketing thinking became genuinely multidisciplinary, therefore the nature of the classic DO concept may have become anachronistic. The historical and conceptual relationships between non-traditional utility forms and classic DO interpretations, suggests that DO are themselves of a multiple conceptual nature. It is debatable, however, whether classic DO represent one concept, consisting of several classes, or several concepts having a few traits in common.

Secondly, in spite of some similarity between the abstract utility concepts from general economics, and the operational concepts of marketing economics, there is no one-to-one correspondence between them. "Delivery time, for example, is related to both time and place utility. Place affects the service because greater distance typically imposes more costly means for providing fast delivery. Market decentralization is related most closely to ownership utility, but may play a role in time utility as well" (Bucklin, 1966, p. 8). Market decentralization consists of two subclasses. The first concerns a benefit offered to the customer by bridging a geographic gap (Alderson, 1954), termed "spatial decentralization" (or spatial convenience) by Stern et al (1996). The second subclass concerns a benefit offered to the customer by bridging an information gap (Stigler, 1961). Furthermore, time-utility may be delivered by the financial function, or by the production function. Variety also consists of two subclasses. The traditional one being breadth of assortment, referring to the number of product-categories being distributed together (Weld, 1915). In the discussions of sorting by Alderson (1954) and Bucklin (1966) the idea of depth of assortment, seen as the availability of several alternatives within a product category is also recognizable.

Finally, the discussions leading to the classic integration typically make use of illustrations taken from the field of consumer goods, usually physical goods of a relatively elementary nature, at the retail stage of the distribution channel. The original sources contain neither explicit nor implicit arguments about the applicability of the concept to subfields of marketing, like service marketing, non-profit marketing and e-marketing. The limitations of the original setting may explain the choice of the expression "distribution service outputs", suggesting intangible distribution values, added to tangible goods**.**

The Origin of Distribution Service Outputs

To assess whether all four classic DO originate from the distribution function alone, it is necessary to use a set of functions consistent with the overall nature, fundamentals and delineation of the current marketing discipline as a frame of reference. A typology is needed which allows comparison with different or earlier settings. Such a generic classification of marketing functions was proposed by Van Waterschoot and Van den Bulte (1992), based on the essentials of a marketing exchange situation as proposed by McCarthy (1960), Kotler (1972), Hunt (1983) and Houston and Gassenheimer (1987). A typical marketing exchange framework is generally characterized by heterogeneous supply and heterogeneous demand. This is further typified by imperfect information, by product differentiation and by at least some price freedom (Kotler 1972; Bilsen, van Waterschoot, Lagasse 2000; Heeler and Chung 2000). Within such a typical marketing context, the four generic marketing or exchange functions (distribution, communication, pricing and offering conception) are found.

The presence of the four generic exchange functions in a modern marketing setting is in complete contrast with the typical setting assumed in 19th century general economics. Then these functions were considered to be irrelevant. Gaps in time and space were typically neglected, as were communication and distribution utilities (Alderson 1954). The same was true for their underlying functions (Bartels 1962). Moreover, heterogeneous markets, product differentiation and small numbers of market participants were far less typically assumed, than purely competitive markets (Hunt 2000). The latter assumption would make the first generic exchange function (offering conception) as good as superfluous, and since companies were most typically price takers, the generic exchange function of price determination would hardly be necessary either. The technical production functions, in the broadest sense, would theoretically suffice to satisfy demand and company goals.

Marketing economics represented a transition stage between 19th century general economics and modern multidisciplinary marketing, and provided the background for the invention of classic DO. The functional interpretation of marketing economics differed from that of general economics, because distribution started to play an important role. In marketing economics, the distribution function is performed by one or more channel participants, and is governed by channel mechanisms of a strictly economic nature within a normative channel (Bucklin, 1966). It seems reasonable to assume that the pricing function was unaffected, since channel participants were still price takers, although the communication function did become important, to the extent that information gaps existed. However, its role was not to persuade customers on subjective, perceptual grounds, as their behaviour was still seen as being rational and economic. Similarly, product differentiation was regarded as being objective and functional.

In terms of functionality, the classic outputs have a rather strong - if not perfect - commonality. With respect to their primary origin, five of the six DO classes and sub-classes result from the distribution function. This should not exclude, however, secondary functionality interacting with the primary function. A comparison can be made with marketing mix instruments, which typically serve one primary marketing mix function, next to several secondary ones (van Waterschoot and Van den Bulte, 1992; van Waterschoot and De Haes, 2001). The sixth DO sub-class, "informational decentralization" does, however, have a different origin, as it is a primary output of the communication function, and is only linked to the distribution function in a secondary fashion

In terms of marketing background, classic DO in their traditional descriptions typically fit the assumptions of the marketing economics discipline. They are concerned with economic benefits, with hardly any perceptual or subjective interpretation. But also here a balanced approach is necessary as far as the subclass "depth of assortment" is concerned. This component logically fits a differentiated, heterogeneous market. In contrast to most of the other classic DO, depth of assortment is a service output that is closely aligned to multidisciplinary marketing assumptions. Even when objectively differentiated markets exist, subjective differentiation naturally follows especially in consumer markets. The subclass "depth of assortment" is, therefore, an outlier in terms of assumed market background. As argued above, the subclass "information decentralization", is an outlier in terms of functional origin. But these two nuances not withstanding, we may logically accept that the different classic DO categories basically belong to the same family, are part of the same concept, and consist of four related core classes.

POST-CLASSIC DISTRIBUTION SERVICES OUTPUT FRAMEWORKS

Since its original conception, a number of further frameworks have followed, which have implications for how the DO concept is interpreted and applied. Only a few years after his classic publication(s) (1966, 1972), Bucklin (1978b) himself published a different interpretation where he indicated that there were three types of distribution services: logistical; informational; and product functional (Hean Tat Keh 1997, p. 152). This has two implications. First it confirmed that Bucklin intended to study the subject from a functional(-ist) point of view and secondly it substantially extended the scope of the DO concept beyond the distribution function to include outputs delivered by the communication and the production functions. Betancourt and Gautschi (1988, 1990) refined this classification into accessibility, product assortment, assurance of product delivery at the desired time and in the desired form, availability of information and ambience (Hean Tat Keh, 1997, p. 152). This brief description further confirms that both the production function (desired form), and the communication function (availability of information and ambience) are involved. Their approach also describes "the typical intermediary", or "the typical channel output" and implies a distortion of Bucklin's functional(-ist) approach, into a predominantly institutional view. Ambience, moreover, is a non-economic output.

In 1992, Rangan, Menezes and Maier published a framework for channel selection for new industrial products. In it they offered a "parsimonious list of eight channel functions and their implications for channel choice: product information; product customization; product quality assurance; lot size; assortment; availability; after-sales service and logistics". This contribution confirms the applicability of the DO concept to industrial applications and presents a classification of service outputs (e.g. lot size or assortment) rather than of functions. The authors explicitly prefer the functional(ist) channel view over the institutional view. It is also clear that, in line with Bucklin (1978b), next to the distribution function, the communication and production function(s) are the primary generators of service outputs. Working independently, Oi (1992) provides a similar conceptualization and breaks distribution services down into: exchange; product line; convenience; auxiliary services; and production (Hean Tat Keh 1997, p. 153). Additionally, Oi includes the financial function and the institutional emphasis seems to be particularly strong.

The 1996 contribution by Bucklin, Ramaswamy and Majumdar starts from the position that Bucklin chose in 1978b. It suggests that a distribution channel assumes responsibility for three major functional areas: logistics, informational and product functional. They argue that these three functions could be integrated into one single framework, called the "Structure-Output Paradigm" which regarded the channel as the means by which services were provided to end-users and that their needs constituted the chief inputs into the channel design process (Bucklin et al 1996, p. 73). This study again implies significant participation of both communication and production functions. Exploring three functions offers a more complete basis for analysis, prediction and prescription of the channel structure. At the same time it is evident, that in terms of service outputs, neither a new concept nor a new classification is proposed, although there is a clear difference in approach from the "classic" (Bucklin, 1966) conceptualisation.

Interpretation of Post-Classic Distribution Services Output Frameworks

In comparison to "classic" DO, most "post-classic" DO frameworks takes a fundamentally different stance. They no longer consider DO as the benefits resulting from the execution of the distribution function alone. Instead, they look at DO as the benefits resulting from a broader set of related functions. Post-classic DO models typically add communication and production functions, in different variations, to the distribution function. By adding communication, subjective issues like product and channel differentiation should theoretically become important. However, the only explicit subjective element is "ambiance" as proposed by Gautschi and Betancourt (1988). In all other instances communication is still considered to be objective. The post-classic DO frameworks simply extend the classic normative channel view of marketing economics.

With the addition of elements like installation and warranties, post-classic DO-frameworks also incorporate production functions. These shifts are so enormous, that the resulting typologies should be seen not merely as adaptations or improvements, but as different, albeit related, schemes. In addition, the institutional interpretation, that was sporadically evident in the first half of the century, is present in some of these contributions. These post-classic developments require a clear distinction between a set of related, but different, concepts and corresponding classifications.

The Existence of a Set of Related DO Concepts

The post-classic DO frameworks suggest that distribution service outputs can be looked at in four closely related, but fundamentally different, ways - three , functional views plus the institutional view. First, one can concentrate only on the distribution function which is the view of classic DO. This perspective crosses a functional border only in case of informational decentralization, which as discussed above is primarily an output of the communication function. Because a normative channel is assumed, classic DO does not consider other exchange functions. Secondly, the focus can be on the marketing exchange functions in general. In a non-normative channel, participants do have some price freedom. Hence the pricing function becomes part of the concept. This becomes all the more likely, when depth of assortment is added to breadth of assortment. The same applies to the inclusion of persuasive communication. Thirdly, one can study the marketing exchange and production functions in combination. The post-classic DO models typically involve one or more production functions, in addition to the marketing exchange functions.

The study of one particular function, carried out by a consecutive set of channel participants, differs fundamentally from the study of a broader set of functions executed by one particular type of channel participant. The latter view is institutional, as the emphasis is on what an institution does. Amongst channel participants, one can look at DO delivered by any type of regular or incidental channel participant. Most typically, however, distribution specialists or channel intermediaries are studied. This approach differs fundamentally from classic DO, which is essentially concerned with the execution of the distribution function, by whoever assumes it. Classic DO fundamentally differ from the sum of benefits delivered by a specific type of channel participant for two principal reasons. First, in many cases the distribution functions are partly or entirely assumed by the producer and/or the consumer/customer. Secondly, intermediaries assume, to a certain extent, functions other than distribution. By definition they do not completely assume other functions. If they did, they would no longer be intermediaries but producers.

The shifts from the traditional viewpoint are, thus, important. They reflect distinct concepts and classifications that should preferably bear different names. The four DO-views that seem most relevant are distribution-function (service) outputs (DFO); exchange-functions (service) outputs (EFO); and exchange- and production-functions (service) outputs (EPFO); plus the institutional approach of distribution-specialist (service) outputs (DSO). The DFO view represents the "classic" interpretation, whilst DSO is the only institutional approach.

The Implications of a Set of Related DO Concepts

In a formal body of knowledge, description is intended to prepare for prediction and prescription (Zaltman et al, 1973). Although the merits of an institutional view should not be denied, they are subordinate to the contributions from a functional view (Bucklin, 1960). An institutional view may lead to stereotypical roles, without strategic imagination. For the sake of distribution structure analysis and prediction, and also for the planning of structural channel decisions, it is far more logical to carry out analyses first on the basis of functions generating desired DO and then to look at the sorts of arrangements that may fulfil these functions. This view is expressed by Urban and Star (1991): "While the decision to use (…) channels is generally motivated by their physical distribution function, it is important to realize that they often also carry out functions such as merchandising (presentation, display), personal selling, advertising, pricing, and after sales service. The total package of functions performed by the channel (hence corresponding customer values, including distribution values sic) should be consistent with the overall strategy for a product or product line (…) Possible permutations are endless (…) At the strategic level, the material thing to remember is that channel composition is critical to providing the desired 'bundle of utility' to the end consumer, and that the choice of channel(s) must be consistent with the rest of the marketing strategy".

In summary, post-classic DO-models do not solve the questions raised by the classic conceptualisation and classification, but rather confirm and extend them to related viewpoints. Customer values are still essentially confined to economic motivation. It is also doubtful whether the post-classic typologies (as with classic DO) successfully meet the desirable classificatory properties identified by Hunt (1991). The requirements of collective exhaustiveness, mutual exclusiveness, positive definition of the classificatory dimensions, and resulting types seem not to be fully present in all instances. On the positive side, the application to industrial marketing is much more explicitly made than in the classic conceptualisation, but other marketing subfields are still not explicitly dealt with. Post-classic frameworks, therefore, only make the earlier questions still more pertinent and complex. However, before attempting to answer them, it is important to establish which particular view of DO is taken, and the appropriate terminology should be used.

TIME FOR A REVISION?

The preceding review shows that the classic DO concept (and classification) was originally developed for physical goods sold in physical stores. It was concerned with numerically expressible economic benefits to the customer, resulting from the execution of the distribution function. The emphasis was typically on quantifiable benefits and less on possible qualitative aspects. The price paid for these benefits was expressed in financial terms, resulting from pure market forces (within the so-called normative channel). One outcome was that the classic concept remains underutilized outside its original field. It is rarely applied to other subfields like service marketing, even when there do not seem to be objective grounds for this. Another issue is that its grounding in marketing economics makes it anachronistic from the perspective of the current multidisciplinary body of marketing thought. Revisions made to the classic concept so far have not tackled these issues, they merely extend the debate to related concepts.

Despite these shortcomings, DO represent a structurally central concept of the marketing discipline. Any alternative concept, denoting the benefits delivered by a major exchange function, would also be structurally central to the discipline. There is, therefore, a clear justification for a revision of the classic conception. We propose that this revision requires three stages.

STAGE 1 : BROADENING THE CLASSIC CONCEPTUALISATION OF DISTRIBUTION SERVICE OUTPUTS

The classic concept and its post-classic extensions have focused on physical - typically consumer - goods sold through physical channels. With the emergence of new value delivery systems, it is necessary to reconsider the DO concept from several new perspectives and to broaden it accordingly.

Therefore, the first stage in the revision requires the classic concept to be enlarged and made compatible with the general assumptions of the overall marketing field (e.g. by the inclusion of non-economic, emotional, benefits), and with the peculiarities of any specific subfield (e.g. service marketing).

Beyond Economic Utilities

At the turn of the twenty-first century, Wilkie and Moore (1999, p. 198) published an extensive deliberation on the scope of the marketing field and its contributions to society. They concluded that marketing not only produces economic benefits for consumers but also a whole range of social and psychological benefits: "Marketing encompasses more than (…) the economic calculus that reports on the system as if it were a relentless machine spewing out streams of utilities. Instead we examine briefly the aggregate marketing system as a human institution composed of people living their lives on a variety of fronts". They argued that the overall marketing system generated identifiable non-economic benefits in a whole range of situations. Skipper and Hyman (1990) suggested that that this view could be extended to the major subsystems and functions of marketing, including distribution.

The above, predominantly deductive, reasoning can be compared to inductive results from studies like that of Tauber (1972) who asked "why do people shop?" as distinct from "why do people shop in more than one store?" (comparison-shopping), and "why do people shop where they do?" (store patronage). The comparison-shopping question considers the ability of individuals to cope with market imperfections, and the store patronage question refers to the classic distribution service outputs, whereas Tauber's question focuses on shopping motives that are not related to the actual buying of products. It considers the satisfactions that shopping activities *per se* provide, in addition to those obtained from the merchandise purchased. The implication is that DO concepts should be broadened beyond purely economic utilities to reflect reality.

Beyond Monetary Price Elements

The classic DO conceptualisation is an interactive concept, including a price element, determining and reflecting an economic equilibrium state in a distribution channel. In the functionalist approach the monetary price of service outputs expresses this channel equilibrium. However, just as the benefits of the distribution function extend beyond economic utilities, the disadvantages or 'costs' following from it will also extend beyond financial costs. Baker et al. (2002) indicate that even within an abstract framework of economic behaviour, modern economists incorporate more than just the financial price of a transaction, and emphasise considerations other than time/effort costs in retail settings. Environmental psychologists like Mehrabian and Russell (1974) have focussed on understanding these costs "as consumers' negative affective reactions to a store and/or its environment". Although these considerations have grown from the retail context of consumer goods, it is likely they hold, to a differing extent, in other channel settings and channel levels. It is, thus, important to allow for non-monetary price elements in a more comprehensive DO-concept.

Beyond Physical Consumer Goods in Physical Stores

The typical channel descriptions of Bucklin (1966) and his predecessors only concerned physical goods sold in physical stores. Even recent textbook authors start from a similar context, albeit with more modern illustrations. However, as part of the process of attaining economic equilibrium in a channel, other DO occur at channel levels preceding the retail level (Breyer, 1964). The organization of any trade is characterized by the extent to which the functions are divided among middlemen. Yet this aspect of within channel interaction is seldom discussed, especially in connection with DO aspects at the retail level. Although economic service outputs will predominate at these intermediate levels, non-economic service outputs also exist. It is also logical that they might also appear in other marketing settings (Skipper and Hyman, 1990).

Service marketing is a situation where distribution, production and communication coincide (Berry 1980; Zeithaml and Bitner 1996). As a result, concepts derived from the (separate) execution of such functions, a classical DO concept, would be non-applicable. However, we propose that the production of a service and its distribution are not conceptually identical. The execution of the respective functions delivers distinct utilities or benefits, even in the situations where there is overlap. Lovelock (1983) argues that the methods of service delivery differ in the case of the customer coming to the service organization, or vice versa, and also between the availability of a single service outlet versus a multiple set. If the production and distribution of services were identical and coincidental from every point of view, they would be strategically and tactically inseparable and hence one would not be able to vary the distribution elements while keeping the service product constant. Similarly, the production of the service product and its communication are not identical. In those situations where production and communication of the service product do coincide, different combinations of the two can be planned and implemented. Thus, there is no reason to doubt the applicability of the classic DO concept to service marketing. Lovelock's paper provides no explicit discussion of non-economic DO, yet, many of his examples illustrate a range of non-economic satisfactions or dissatisfactions.

The emergence of e-marketing also represents a challenge for the DO concept, which originated from more traditional settings. Bucklin and his predecessors developed the concept when physical distribution and the dissemination of information largely coincided. Information followed "the linear flow of the physical value chain" (Evans and Wurster 1997, p. 73). The widespread connectivity between almost all market parties irrespective of size and location changed the rules of value creation, questioning the relevance of the traditional distribution service outputs concept and classification. The Internet is simply a means of communication between consumers, marketers and millions of other organizations within a channel structure that allows the diversion of all or a part of distribution activity to other channel members (Coupey 2001). Coupey (2001) also suggests that the increased participation of Internet-based organizations will take three main forms: information brokers; transaction brokers or marketplace concentrators. However, the resulting marketing phenomena do not entail new types of utilities or satisfactions, nor new functions. E-marketing is still concerned with the delivery of known types of benefits and functions by new and existing channel members in different combinations. The Internet does not therefore make the DO-concept(s) and classification irrelevant rather, it reinforces the need for a sound conceptualisation in order to analyse, describe, forecast and prescribe these new phenomena and choices.

The Limitations of the DO Applications Field

Classic DO referred to specific economic distribution benefits delivered to customers at a financial price. A broadened DO concept concerns any (dis-)satisfaction delivered to or caused by the execution of the distribution function by whoever executes it. A similar broad scope is obviously relevant for related concepts. The critical question can be raised whether DO are to become a concept without limitations as a result of our broadening proposals

In the late sixties and early seventies a long debate took place among leading scholars about the delineation of the marketing field (Kotler and Levy 1969a, 1969b; Lazer 1969; Luck 1969; Marketing Staff of the Ohio State University 1965, Hunt 1976b). This 'broadening' controversy led to the consensus that marketing covered exchanges between any organization and any public. While the conceptual borderline of the marketing discipline is determined by the combined application of all four generic marketing exchange functions, a practical delineation is much broader. Some situations are not genuine marketing situations, but show similarities as they may pose communication and/or distribution problems. For instance, the organization of parliamentary elections requires decisions concerning the number and location of voting stations. Marketing ideas and techniques are used in order to better understand and manage such situations.

The application fields of individual marketing exchange functions are wider than the combined "marketing" field, and only limited by their own particular subject matter. Communication is broader than marketing communication. The same goes for distribution. Conceptually speaking therefore the application field of DO is broader than the marketing discipline. However, the overlap is complete from the point of view of the marketing field itself. From this interpretation it follows that DO is both relevant and applicable to any marketing subfield, like service marketing or e-marketing.

These viewpoints underscore the criticism that the classic, strictly economic, DO concept is too narrow. The DO concept needs to be broadened to include non-economic benefits, non-monetary elements, and to incorporate settings beyond physical products in physical stores. The issue is one of defining boundaries and of the choice of major subcategories.

STAGE II : INCORPORATING THE DISTRIBUTION SERVICE OUTPUTS CONCEPT INTO A GENERIC HIGHER ORDER CONCEPT

The second stage in the proposed revision requires the classic DO concept to be redefined within a generic or higher order concep*t*. This shifts the focus from the classic concept (and its sub-concepts) *per se* to *a* higher order concept. The classic concept is no longer an isolated concept, but becomes one of a set of mutually related sub-concepts generated by *a* more fundamental or all-embracing concept.

The relevance of a multiplicity of sub-concepts at the same level as the classic DO-concept is justified from post-classic frameworks. More indirectly it is visible from the content analysis of textbooks **(Appendix -1 and 2)**. The classic functional view is related to other functional views, as well as to institutional views. It can not possibly serve as a generic concept alone, as by definition it is confined to the distribution function. The classic conception can neither capture institutional views, nor functional views extending beyond the distribution function. It is therefore a specific functional view and not a general view. In any revision, therefore, the classic conception should become part of some other higher order framework (and corresponding classification), which is capable of defining and grasping all the related concepts at the same level of the classic DO-concept.

As the classic concept is related not only to other channel concepts, but also to other marketing or exchange concepts (see some of the post-classic revisions, and our textbook content analysis), we believe that a general customer value concept should serve as the "higher order generic concept". Such a concept would capture a variety of marketing service outputs, namely any type of satisfaction or dissatisfaction delivered or caused by any exchange agent and/or as a result of the execution of any exchange function. In addition, a general customer value concept can also leave room for (dis-)satisfactions resulting from the production function in the broadest sense of the term (and hence incorporate production specialists). The generic framework should be capable of capturing some of the mixed DO-types observed in the literature and in practice e.g. by retailers who are also craftsmen. The classic DO concept should therefore be reconceived in such a way so that it fits this higher order concept, but is still clearly distinguished from related concepts.

STAGE III: DEVELOPING A GENERIC HIGHER ORDER SCHEME

A (higher order) generic concept based upon customer values intrinsically generates a number of sub-concepts. These should be distinguishable on the basis of positively defined generic dimensions. In other words, a generic concept needs a generic classification of sub-concepts. Logically, the framework that is needed is not just a channel framework, but a broader marketing service output framework. Closely related concepts should be mapped in a clear and compatible way. The generic typology should rely as much as possible on elements which have received consensus and approval in the discipline, and are therefore not open to debate or confusion. We envisage four dimensions to this framework.

Functional versus institutional origin of customer values

As previously discussed, distribution service outputs, and their corresponding customer (dis-) atisfactions, are generated by exchange (and production) functions carried out by certain types of specialist. These sources of satisfaction can be used to provide a classification of outputs on the basis of two dimensions – the functional origin or the institutional origin - corresponding with our analysis of post-classic DO revisions **(Figure 2)**. In this figure we provide examples of the application of these dimensions.

The first dimension in figure 2 distinguishes between marketing/exchange functions and production functions. The second dimension separates marketing/exchange and production specialists (i.e institutions). Within the resulting classification, the functional and institutional approaches would be identifiable with a revised classic DO concept (DFO) corresponding to any output resulting from the distribution function. It would refer to any type of satisfaction or dissatisfaction delivered or caused as a result of the execution of the distribution function by whoever assumes it. Similarly, distribution specialist outputs (DSO) would refer to any type of satisfaction or dissatisfaction delivered by a distribution specialist as a result of the execution of any combination of exchange (and production) functions. These two dimensions allow the identification of not just the classic DO concept, but also a set of remotely related concepts (such as communication benefits delivered by manufacturers), next to the smaller set of more closely related concepts. These two dimensions provide the sources of customer satisfaction, but alone are not sufficient to form a generic classification. What is also needed to complete the customer value framework is a representative classification of customer satisfactions and dissatisfactions, or positive and negative customer need categories.

Positive versus Negative Customer Values According to Fundamental Underlying Motives

Earlier it was argued, that distribution service outputs involve non-economic (social and emotional) alongside economic benefits. Also, it can be argued, that specific activity classes like distribution, can potentially affect any need category addressed by marketing activities in general. Lambin's (2000, p.105-111) overview of need classifications details three alternative typologies in chronological order: Maslow (1943); Rokeach (1973); and Sheth, Neumann and Gross (1991). The last typology is the most appropriate option as it combines empirical findings and a theoretical grounding. It starts from the axiomatic proposition that consumer choice is a function of multiple values including those beyond economic utilities. Each consumption value is consistent with various components of the models advanced by Maslow (1943), Katona (1953), Katz (1960) and Hanna (1980). Also the definition of functional or economic values takes into account perceptual phenomena. The consumption values identified are independent, relate additively and contribute incrementally to choice. This classification possesses the generic quality of collective exhaustiveness and exclusiveness required by Hunt (1991), which suggests that it can be extended to other customer settings, in particular business-to-business settings where typically non-economic motives are less important. The five values identified on the third dimension of the generic scheme **(Figure 3)** are: economic (in perceived terms) or functional; social, emotional; epistemic; and conditional.

The fourth dimension of the generic scheme concerns the dis-utilities, or 'negative (perceived) values', that customers derive from the adoption of products or services. The disutility following from the payment of a monetary price for a product is the most typical example. This monetary price may, explicitly or implicitly, concern the product or service as well as the acquisition process and its elements (Bell et al, 1998). It is possible that positive and negative customer values need not necessarily belong to the same category, and even when they do, they need not necessarily be compensatory. This argument may be more applicable to non-monetary costs, as in case of the affective influence of the environment (Baker et al. 2002, p. 122). Zeithaml's (1988) notion of non-monetary costs also focused on the negative affect stemming from store environments. This perspective is also consistent with the argument that positive and negative affects are distinct constructs (Babin et al, 1998; Watson et al,1988) and that negative affect has a stronger impact on consumers (Babin and Darden, 1996). Researchers in economics and marketing have treated them as distinct items (Bender, 1964), thus there is a need to consider positive and negative customer values separately. **Figure 4** provides an illustration of the application of these factors.

STAGE IV: DEEPENING THE DISTRIBUTION SERVICE OUTPUT CONCEPT AND CLASSIFICATION

The ultimate aim of a (generic) conceptualization and categorization is to contribute to theory formation and practical insight and research. The previous revision leads to a system of fundamental sub-concepts, of a relatively abstract nature, under the umbrella of an even more general concept. This system and in particular the revised DO concept and classification must be capable of intrinsically hosting any operational concept or category of service output. The distance between the abstract and practical levels must be bridged. This is the case with empirical studies. This bridging we call "deepening", to indicate that the framework is supplemented with compatible sub-concepts and sub-classifications. The idea is for the scheme to cover the widest range of aspects, applications and settings. The subsystems should be compatible with the generic system, and also, with the behavioral and technical insights of the discipline.

Desirable Properties of Operational DO Classifications

Empirical studies typically deal with DO at a narrow operational level. Classic and related DO can be measured at different hierarchical levels of abstraction. In the field of marketing, this idea has been represented by the metaphor of a means-end-chain (Gutman, 1982) and mapping of need hierarchies has involved research techniques referred to as 'laddering' (Botchen and Thelen, 1999). Within the means-end-chain the more operational level of need fulfillment (and corresponding measurement), would be vertically represented underneath more abstract or fundamental levels of need fulfillment. Need fulfillment at relatively low levels would contribute (although not always via obvious paths) to need fulfillment at higher levels in the hierarchy, as represented in **Figure 4** (Rokeach, 1973).

In the means-end-chain, the highest or most generic/abstract level is that of "customer values". The lowest most specific/operational level would be where needs are expressed as (the satisfaction or benefit derived from) individual attributes. An attribute of a shop would for example be that it is 'cozy'. The satisfaction derived from this attribute would be 'coziness', which in generic terms fits the category of emotional needs (Lambin, 2000, p. 109). Between the attribute and generic level, a shorter or longer chain of embracing sublevels, may exist. Classic (and related) DO have been commented upon throughout this paper, as operational counterparts of more abstract forms of economic utilities. But, classic DO still represents a level of detail above the ultimate attribute level. Each classic DO can indeed be expressed in several, more specific or operational ways. Each classic DO category represents the benefit or satisfaction derived from a set of (possible) attributes (Haley, 1968). The same presumably holds for related DO too. This implies that care should be taken not to overlook some aspects, make false comparisons, or overlook combinations of DO.

The original historical marketing setting gave rise to predominantly quantitative, numerically expressible attributes. In a more current marketing setting, attributes reflecting quality and uncertainty differences have become much more important (Stern, 1996; Parasuraman et al, 1985, 1986). For example retail formats with ever changing product ranges, play a different role in the channel in comparison to formats with very steady assortments. The traditional quantitative measures represent only one expression of these more abstract ideas. Moreover, all of these aspects should be considered to be interrelated. This is illustrated by the variety of goods and services offered. Very often waiting time and decentralization are only determined in respect of the core of product variety. A retail network would provide availability of core merchandise through the density of outlets and long opening hours. In contrast, auxiliary products might have different service output characteristics. For instance, a non-standard size might only be available after a delivery time of three weeks, but would be delivered free to the customer's home. These many and varied combinations are not only of strategic and managerial importance, but also impact upon operational classifications in academic studies. In addition, any sub-classifications ought to satisfy the traditional classificatory requirements to foster comparability amongst empirical studies.

The Status of Operational Classifications in Empirical Studies

The screening of empirical studies was not a prime objective of this paper. However, in the literature search we came across empirical or related studies (Alba et.al., 1997; Betancourt and Gautschi, 1998; Erdem et.al., 1999; Kiang et.al., 2000; Kunkel and Berry, 1968; Levy and Van Breda, 1984; Van Kenhove et.al., 1999; Yahagi, 1996/97) which allowed us to formulate some tentative views on operational classifications. These are drawn from comparison of two cases, judgmentally selected from these studies. The cases use a broad range of DO measured at the attribute level. In both cases, benefits derived from attributes are grouped into sets, denominated by specific headings. Both cases cover a relatively broad field of application. The first study (Alba et al, 1997) examined the implications of electronic shopping for consumers, retailers and manufacturers. The study compared six retail formats, in terms of implied benefits and costs to the consumer, based on a pragmatic a priori classification of 14 customer benefits or corresponding store attributes. This list was inspired by the different phases in the consumer's buying process. The second study (Erdem et al, 1999) used personal value factors to predict an individual's judgment of the importance of store attributes. In this case a pragmatic list of 11 store attributes was prepared. **Table 1** provides the full list of attributes from both studies and the sets. Attribute names, composition of the sets and set headings are reproduced, although the ranking of some of the sets and attributes are changed slightly to maximize comparability.

In terms of content, both studies are predominantly institutional. Both look at retail activities from a bi-functional point of view, because communication elements are added to the distributive ones. Both studies also include non-economic benefits and cost element aspects of variety and delivery time and informational decentralization and exclude spatial decentralization and lot size. Alba's study would be characterized as "somewhat explicit" and "somewhat extended". In contrast, Erdem's would not be seen as containing classic DO, as only spatial decentralization and depth of assortment are recognizable. Waiting time and lot size are not included. However, it could be considered to be extended as it contains more price elements. Both classifications are compatible with classic DO and our proposed generic system. In terms of classificatory properties: neither typology is exhaustive; both score highly in terms of mutual exclusiveness; but there is no real definition of the dimensions

As table 1 shows, Alba's study contains 14 attributes grouped into 5 sets, whereas Erdem groups 11 attributes into 3 sets. No headings or attributes in the two studies match. So, even empirical studies underscore the need for a generic typology and compatible sub-typologies. Empirical studies typically generate pragmatic DO-lists of their own (Erdem et al., 1999). Our study indicates that researchers tend to invent the wheel over and over again and lose time in achieving comparability and compatibility.

CONCLUSIONS AND FUTURE RESEARCH

In order to assess whether the classic distribution outputs concept and classification needs to be revisited, one must consider its origin, meanings and evolution. From its beginnings distribution service outputs are found as a major concept in the marketing landscape. This is not surprising, as classic DO structurally play a pivotal role in the interaction between seller and buyer. Marketing economics, and its institutional and functional(-ist) schools, gradually invented a set of operational exchange benefits, and throughout the first half of the twentieth century the early operational formulations cross-fertilized with the exchange utilities found in general economics. The 1966 DO-integration of Bucklin justifies the term "classic" in view of its unprecedented completeness and its frequent citation during the ensuing decades.

Classic distribution service outputs basically refer to economic customer benefits, resulting from the execution of the distribution function, by whoever assumes it partly or completely. The emphasis is typically on the quantitative aspects of these benefits and hardly (or not at all) on the qualitative aspects. The corresponding price is also typically expressed in financial terms, and the benefits and corresponding prices are assumed to result from pure market forces. Classic DO consist of four main categories, two of which contain two subclasses. Two minor exceptions not withstanding, classic DO may be considered to represent classes of the same family.

Classic DO can be seen as the lagged crystallisation of evolutions in marketing thought during the late 19th and early 20th century. The classic integration by Bucklin was, however, already anachronistic at its very moment of publication. Although it exhibits an excellent fit with the marketing economics discipline, it is less in tune with modern multidisciplinary marketing thought. Subsequent revisions to the concept have not tackled this issue. They do not even concern the classic concept but rather develop related concepts, as they involve quite dramatic shifts in conceptualization – for example they imply other exchange and/or production functions and/or take an institutional stance. Also, they typically remain marketing economics concepts in terms of their underlying assumptions. Support for this viewpoint is reflected in textbook descriptions of the classic concept and typology, which are often hybrid. It is also clear that textbook authors struggle with the anachronisms of the classic concept. Behind its apparent popularity the classic typology suffers from confusion, pressure and sclerosis. Another concern is that it apparently remained underutilized outside its original field. Consequently, the classic DO-concept and classification requires a revision.

First, the classic concept should be broadened and made compatible with the overall marketing field. Most typically DO are discussed at the retail level of consumer goods channels, even when the concept itself does not impose this focus. Studies in marketing with a broad scope, both of a macro and of a micro nature, and of a conceptual and empirical nature, project a consensus that the DO concept and classification should be broadened to encompass non-economic distribution outputs and non-monetary price elements. Similarly the concept should not only be confined to physical consumer goods. It should cover any field of marketing, just as it should cover any fundamental customer benefit or motive category. A brief investigation of the sub-fields of service marketing and e-marketing, confirms the feasibility of this generic applicability.

Secondly, the classic concept should be redefined within the scope of a generic higher order concept. This means that the classic concept should no longer seen as an isolated concept in itself, but as belonging to a set of mutually related sub-concepts generated by a more fundamental or embracing concept. Since the classic concept proves to be related not only to other channel concepts, but also to other marketing or exchange concepts, we propose that a general customer value concept can take on this role. This higher order generic concept would capture all marketing service outputs, meaning any type of satisfaction or dissatisfaction delivered or caused by any exchange agent and/or as a result of the execution of any exchange function. In addition, a general customer value concept has the capacity to include (dis-)satisfactions resulting from the production function in the broadest sense of the term. In this way, the framework is capable of capturing the mixed DO-types found in the literature and practice.

Thirdly, the delineation of a generic concept must encompass a generic classification of its inherent sub-concepts. Related concepts should be mapped within the framework in a clear and compatible way. A careless mixing up of concepts leads to confusion, loss of intellectual energy, and opportunity costs. Preferably sub-concepts should be distinguished on the basis of positively defined generic dimensions. These should reflect the most fundamental distinctions of the overall discipline and incorporate especially those elements that have rightly received most consensus and approval, and are therefore not open to debate or confusion.

We envisage four dimensions to the framework, starting from the fact that service outputs – and their corresponding (dis-)satisfactions - are generated by fundamental exchange (and production) functions. As these functions represent the fundamentals of any marketing exchange framework it seems imperative to use them as a first generic dimension. As these functions are not only performed by corresponding specialists, but also by other channel specialists, a generic institutional dimension provides the second generic dimension of the framework. In a multidisciplinary field, service outputs are not solely of an economic nature, but fall into any basic need category of that discipline. Alongside the sources of satisfaction (dimensions 1 and 2), the third generic dimension distinguishes between the basic types of satisfaction actually delivered or created. Similar reasoning applies to the down side of service outputs, so a generic dimension is needed that is capable of capturing the most basic types of dissatisfaction. This fourth dimension must be seen as being independent from the previous one(s) as research shows that satisfactions and dissatisfactions are not necessarily of a compensatory nature.

The chosen generic dimensions constitute an embracing customer value scheme, representing the most fundamental explanatory forces and effects of customer satisfaction delivery. The scheme is compatible with the disciplines' overall boundaries, and its major categories are compatible with recent research findings in marketing. The proposed scheme also allows researchers to distinguish between the classic DO and any closely or remotely related service output concept. The scheme withstands the tests of classificatory requirements like collective exhaustiveness, mutual exclusiveness of its categories, positive definition of its dimensions, and absence of all-other categories. It is also in line with other centrally vested concepts like the marketing mix concept. Whereas the latter refers to a set of demand-impinging instruments, the proposed framework can be seen as the corresponding set of delivered benefits.

To operationalise the scheme, the relationship between the generic scheme and specific operational customer benefits needs to be mutually harmonious. Marketing is predominantly an empirically orientated discipline. Like any scientific discipline it has both a theoretical and an empirical side. It should be meritorious in terms of both deductive and inductive knowledge production, and these should interact. This paper attempts to discern and summarize crucial issues at the more abstract level of DO-thinking. The aim is to help pave the way for a better alignment with empirical work. The proposed generic system should therefore be capable of hosting any operational concept or category of service output. The categories in the proposed generic scheme are conceived at the general level of customer values. As the ultimate aim is to foster theory formation and practical applicability, the scheme needs to be deepened. The distance between the abstract and the practical level must be bridged. This requires both vertically and horizontally compatible sub-concepts, sub-classifications and operational measures.

This mutual bridging represents a formidable challenge for future research. The diverse literature offers an implicit consensus concerning the basic options of a generic scheme. This paper represents an endeavour to schematise that consensus. Our limited exploratory literature search of operational studies reveals a significant issue. Empirical studies typically rely on pragmatic, ad hoc DO classifications, and generate DO classifications of their own typically based on selective literature research and on common sense. As such they suffer from a lack of comparability. This is all the more so as little attention is paid to classificatory properties. Consequently a relatively inefficient situation seems to exist, with to some extent a continuous re-invention of the wheel. It is our impression that inductive research is not sufficiently contributing to a substantial body of knowledge, but rather to a vast set of tiny dispersed islands of knowledge. We feel there is a need for initiatives, to consolidate accepted conceptual and empirical knowledge, and to make it more accessible and transparent.

Figure 1: The Historical Evolution of the "Classic" Distribution Service Output Concept and Classification

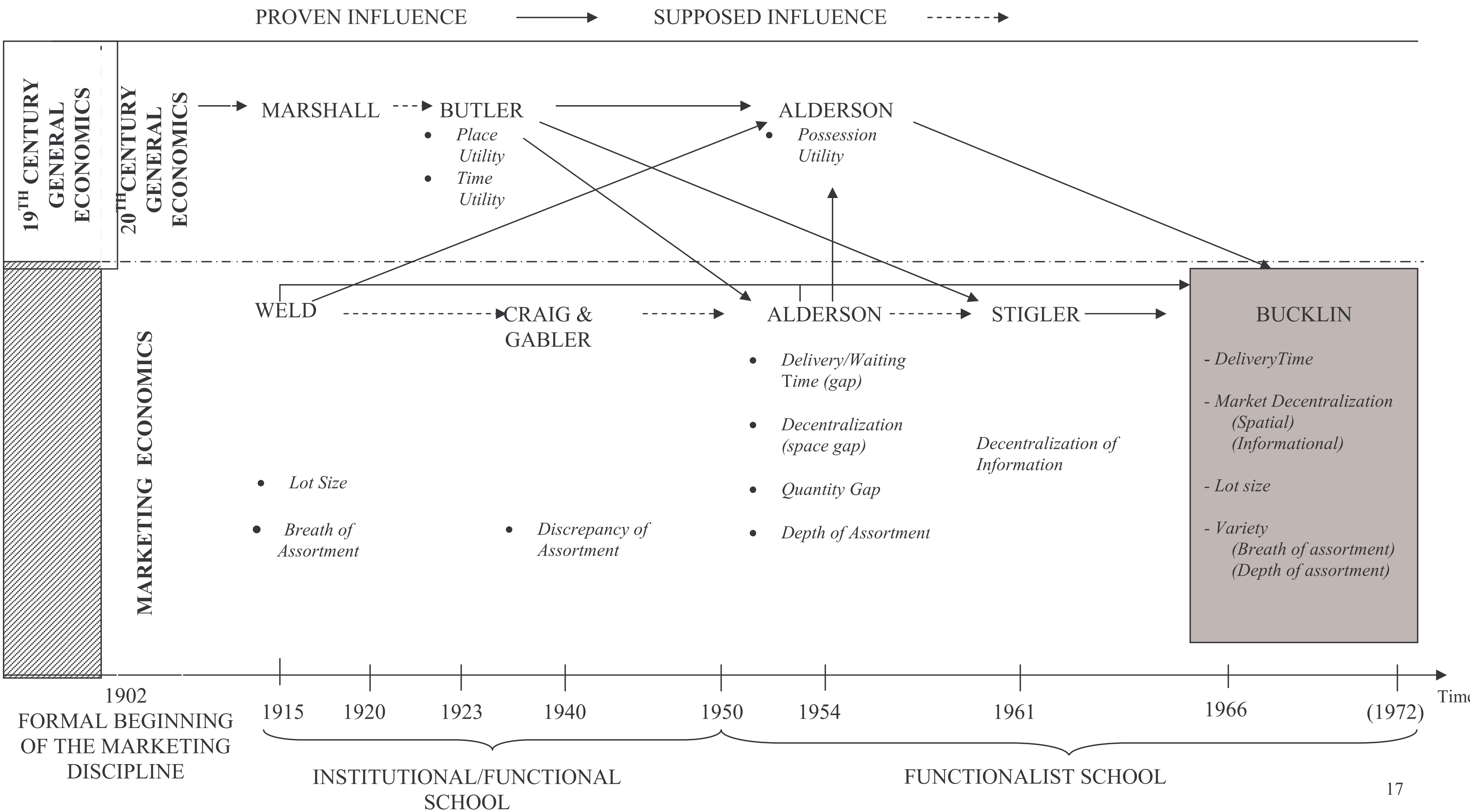

Figure 2: A Representation of Related DO-Concepts

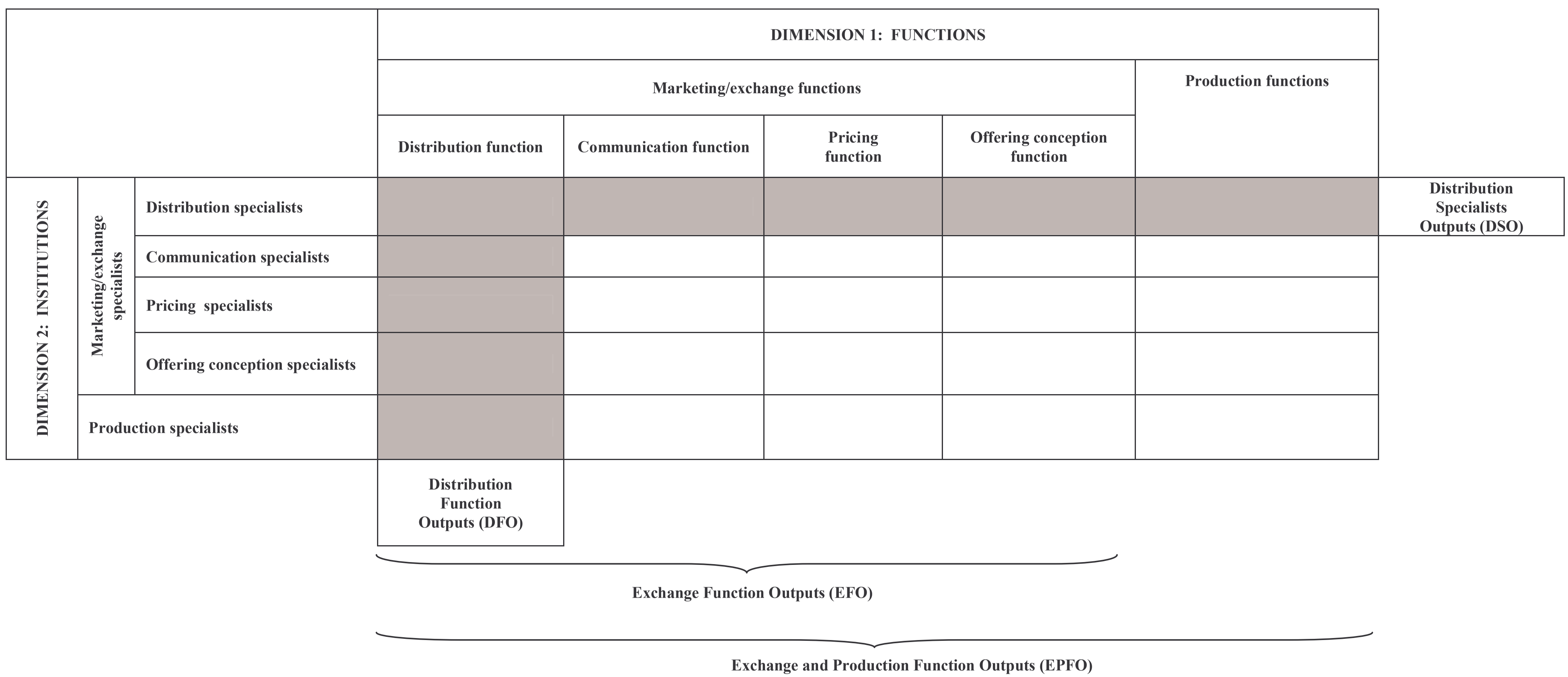

Figure 4: Dimensions 3 and 4 of a generic perceived customer value scheme

	DIMENSION 3				
DIMENSION 4	**POSITIVE FUNCTIONAL VALUES**	**POSITIVE SOCIAL VALUES**	**POSITIVE EMOTIONAL VALUES**	**POSITIVE EPISTEMIC VALUES**	**POSITIVE CONDITIONAL VALUES**
NEGATIVE FUNCTIONAL VALUES	convenient opening hours, but expensive	place to be, but expensive	my late father's favourite supplier, but too expensive	newly opened store, but inconvenient location	extreme cheapness of available produce because of glut, but too narrow range
NEGATIVE SOCIAL VALUES	good merchandise, but "Not-my-kind-store"	many habituals who are good acquaintances, but also the opposite	my late father's favourite supplier, but many dubious clients these days	newly opened store, but "Not-my-kind-store"	extreme cheapness of available produce because of glut, but "Not-my-kind-store"
NEGATIVE EMOTIONAL VALUES	good prices, but unpleasant sales persons	life style store, but unpleasant sales personnel	my late father's favourite supplier, but unpleasant sales reps	new interactive kiosk at store, but unpleasant visitors	extreme cheapness of available produce because of glut, but unpleasant visitors
NEGATIVE EPISTEMIC VALUES	good prices, but never any new item	life style store, but never any new item	my late father's favourite supplier, but no innovative items at all	always lots of new items, but not accessible for inspection	extreme cheapness of available produce because of glut, but never any new item
NEGATIVE CONDITIONAL VALUES	good merchandise, but airco out of order	place to be, but music system out of order	touching opera performance, but airco out of order	winter fashion show, but music system out of order	extreme cheapness of available produce because of glut, but electrical doors out of order

Figure 5 A Representation of the Hierarchy of Customer Needs

Values

Needs

Wants

Benefits derived from sets of attributes
e.g. waiting time

Benefits derived from individual attributes
e.g. opening hours, queuing time

Table 1: Sets of Store Attributes in Two Empirical Studies

Alba et al (1997)		Erdem et al (1999)	
Heading (N=5)	**Attribute (N=14)**	**Attribute (N=11)**	**Heading (N=3)**
Providing alternatives for consideration	Number of categories Alternatives per category	Quality of merchandise Fairness on adjustments Helpfulness of salespersons	Merchandise
Screening	Selecting consideration set		
Providing information for selecting	Quantity Quality Comparing Alternatives		
Other benefits	Social Interaction Personal Security Entertainment	Reputation for fashion Brands carried by store Class of clientele Physical attractiveness of the store	Status
Ordering and fulfilment: transaction costs	Locations for placing orders Supplier delivery cost Customer transaction cost Supplier facility costs Delivery time	Convenience of location General level of prices Credit arrangements Special sales or promotions	Price

Source: Alba et.al. (1997); Erdem et .al. (1999) (Only rankings slightly adapted)

Appendix 1: Categorical Summary of Textbook Content Analysis

DISCUSSION OF CLASSIC DO -CONCEPTS & CLASSIFICA-TION	LARGELY EXPLICIT/ LITERAL/ IDENTICAL/ IDENTIFIED	SOMEWHAT EXPLICIT/ LITERAL/ IDENTICAL/ IDENTIFIED	IMPLICIT/ BUT NOT LITERAL/ NOT IDENTICAL/ NOT IDENTIFIED
LIMITED TO CLASSIC DO WITHOUT ANY EXTENDED CONCEPTS	Stern e.a. 1996, p. 16-17 (DFO)	Bradley 1995, p. 754-759 (DSO) Pride and Ferrell 1991, p. 314-317 (DSO/DFO) McCarthy and Perrault 1993, p. 320-323 (DSO/DFO)	Lambin 2000, p. 13 (EFO)
SOMEWHAT EXTENDED BEYOND CLASSIC DO IN NUMBER OR NATURE OF CONCEPTS	Baker 2000a, p. 398-399 (EPFO) Berman 1996, p. 11-14 (EPFO/DSO) Stern e.a. 1996, p. 196 (EPFO) Kotler 2000, p. 494-495 (EPFO/DFO)	Doyle 2002, p. 328-329 (EPFO) Jobber 1995, p. 466-468 (DSO/EPFO) Jobber 2001, p. 520-524 (DSO/EPFO) Levy and Weitz 1992, p. 7-9 (DSO/EPFO) Pelton e.a. 2001, p. 15-20, 75-76 (DSO/EPFO) Rosenbloom 1999, p. 103-105 (EPFO) Shaw and Ennis 2000, p. 244-249 (EPFO/DSO)	Boyd e.a. 1995, p. 322 (EPFO/DSO) Davidson e.a. 1988, p. 4-7 (DSO/EPFO) Kotler e.a. 1996, p. 810-822 (EPFO) Lucas e.a. 1994, p. 7-9, 422-424 (DSO) Mason e.a. 1993, p. 514-517 (DSO) Newman and Cullen 2002, p. 14-17 (DSO) Peter and Donnelly 1995, p. 174-176 (EPFO) Sullivan and Adcock 2002, p .3-6 (DSO)
SUBSTANTIALLY EXTENDED BEYOND CLASSIC DO IN NUMBER AND NATURE			Bearden e.a. 1995, p. 335-338, 361-363 (DSO/EPFO) Best 2000, p. 204-205 (EPFO) Brassington and Petit 1997 p. 458-461 (DSO/EPFO) Levy and Weitz 1995, p. 7-9, 28-32, 99-102 (DSO) Stern e.a. 1996, p. 196-218 (DSO) Urban and Star 1991, p. 464 (EPFO/DSO) Zikmund and d'Amico 1996, p. 385-393 (EPFO/DSO)

LEGEND: DFO = Distribution-function (service)outputs
EFO = Exchange-functions(service)outputs
EPFO = Exchange-and-production-functions(service)outputs
DSO = Distribution-specialist(service)outputs

Appendix 2: Numerical summary of textbook content analysis

Explicit reproduction classic DO		RELIABILITIES	
Largely explicit	16 %	No hesitation	58 %
Somewhat explicit	32 %	Hesitation 1 expert	42 %
Implicit	52 %	Hesitation 2 experts	0 %
Completions of classic DO			
No completions	16 %	Perfect match	48 %
Somewhat extended	61 %	Partial match	45 %
Substantially extended	23 %	No match	6 %

(Multi-)functional vs. institutional view		RELIABILITIES	
Dominant view only			
DFO	3 %	Both experts 1 interpretation	48 %
EFO	3 %	One expert 2 interpretations	29 %
EPFO	42 %	Both experts 2 interpretations	23 %
DSO	52 %		
Dominant or secondary view			
DFO	9 %	Perfect match	65 %
EFO	2 %	Partial match	16 %
EPFO	42 %	No match	19 %
DSO	47 %		

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